

EMW-2016-CA-APP-00102

Application Information

Application Number: EMW-2016-CA-APP-00102

Funding Opportunity Name: FY 2016 Countering Violent Extremism Grants

Funding Opportunity Number: DHS-16-OCP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: Las Vegas Metropolitan Police Department

Organization ID: 17875

Type: County governments

Division:

Department: Office of Community Engagement

EIN: (b) (6)

EIN Shared With Organizations:

DUNS: 085425762

DUNS 4:

Congressional District: Congressional District 01, NV

Physical Address

Address Line 1: 400 S. Martin L. King Blvd.

Address Line 2: [Grantee Organization > Physical Address > Address 2]

City: Las Vegas

State: Nevada

Province:

Zip: 89106-9998

Country: UNITED STATES

Mailing Address

Address Line 1: 400 S. Martin L. King Blvd.

Address Line 2: [Grantee Organization > Mailing Address > Address 2]

City: Las Vegas

State: Nevada

Province:

Zip: 89106-9998

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: The Southern Nevada Community Resiliency and Intervention Coalition

Program/Project Congressional Districts: Congressional District 01, NV

Proposed Start Date: Thu Dec 01 00:00:00 EST 2016

Proposed End Date: Fri Nov 30 00:00:00 EST 2018

Areas Affected by Project (Cities, Counties, States, etc.): Clark County, NV

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$500000
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$500000

Is application subject to review by state under the Executive Order 12373 process? Program is subject to E.O. 12372 but has not been selected by the State for review.

Is applicant delinquent on any federal debt? false

Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Joseph Lombardo	(b) (6)	(b) (6)	Authorized Official Secondary Contact Signatory Authority
Joni Prucnal	(b) (6)	(b) (6)	Primary Contact

SF-424A

Budget Information for Non-Construction Programs

Grant Program: Countering Violent Extremism Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$0
Fringe Benefits	\$0
Travel	\$0
Equipment	\$0
Supplies	\$30000
Contractual	\$470000
Construction	\$0
Other	\$0
Indirect Charges	\$0
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$0
Income	Amount
Program Income	\$0

How are you requesting to use this Program Income? [\$budget.programIncomeType]

Direct Charges Explanation:

Indirect Charges explanation:

Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$	\$	\$	\$
Non-Federal	\$	\$	\$	\$

Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$	\$	\$	\$

Remarks:

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Joseph Lombardo

Signed Date: Thu Sep 01 00:00:00 EDT 2016

Signatory Authority Title: Sheriff

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Joseph Lombardo

Signed Date: Thu Sep 01 00:00:00 EDT 2016

Signatory Authority Title: Sheriff

Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Joseph Lombardo

Signed Date: Thu Sep 01 00:00:00 EDT 2016

Signatory Authority Title: Sheriff

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

* APPLICANT'S ORGANIZATION

Las Vegas Metropolitan Police Department

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: * First Name: Middle Name:

* Last Name: Suffix:

* Title:

* SIGNATURE: * DATE: 08/18/2016

Application for Federal Assistance SF-424

* 1. Type of Submission: <input checked="" type="checkbox"/> Preapplication <input type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): * Other (Specify):
* 3. Date Received: 08/18/2016		4. Applicant Identifier:
5a. Federal Entity Identifier:		5b. Federal Award Identifier:
State Use Only:		
6. Date Received by State:	7. State Application Identifier:	
8. APPLICANT INFORMATION:		
* a. Legal Name: Las Vegas Metropolitan Police Department		
* b. Employer/Taxpayer Identification Number (EIN/TIN): (b) (6)		* c. Organizational DUNS: 0854257620000
d. Address:		
* Street1: Street2:	400 S. Martin L. King Blvd.	
* City:	Las Vegas	
County/Parish:	Clark	
* State:	NV: Nevada	
Province:		
* Country:	USA: UNITED STATES	
* Zip / Postal Code:	89106-9998	
e. Organizational Unit:		
Department Name: Office of Community Engagement	Division Name:	
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix:	* First Name:	Joni
Middle Name:		
* Last Name:	Prucnal	
Suffix:		
Title:	Budget Director	
Organizational Affiliation:		
* Telephone Number: (b) (6)		Fax Number: (b) (6)
* Email: (b) (6)		

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

B: County Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Countering Violent Extremism

* 12. Funding Opportunity Number:

DHS-16-OCP-132-00-01

* Title:

FY 2016 Countering Violent Extremism Grants

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

2016-08-17 LVMPD CVE Grant - Areas Affected

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

The Southern Nevada Community Resiliency and Intervention Coalition

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant NV-001

* b. Program/Project NV-001

Attach an additional list of Program/Project Congressional Districts if needed.

2016-08-17 LVMPD CVE Grant - Congressional

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date: 12/01/2016

* b. End Date: 11/30/2018

18. Estimated Funding (\$):

* a. Federal	500,000.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	500,000.00

* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?

- a. This application was made available to the State under the Executive Order 12372 Process for review on _____.
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)

Yes No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix:	<input type="text"/>	* First Name:	Joseph
Middle Name:	<input type="text"/>		
* Last Name:	Lombardo		
Suffix:	<input type="text"/>		
* Title:	Sheriff		
* Telephone Number:	(b) (6)	Fax Number:	(b) (6)
* Email:	(b) (6)		
* Signature of Authorized Representative:	Joni Prurnal	* Date Signed:	08/18/2016

14. The Las Vegas Metropolitan Police Department areas affected by the project are:

- City of Las Vegas
- Unincorporated Clark County

16a. The Las Vegas Metropolitan Police Department falls within the following congressional districts:

- NV-001
- NV-003
- NV-004

The Southern Nevada Community Resiliency and Intervention Coalition

The Las Vegas Metropolitan Police Department (LVMPD) is requesting \$500,000 in funding to be obtained from the Department of Homeland Security, Office for Community Partnerships, Fiscal Year 2016 Countering Violent Extremism (CVE) Grant Program. By pursuing Focus Area 3: Managing Intervention Activities, the LVMPD will guide the formal development of a community-based intervention coalition and support community-based, non-law-enforcement intervention programs for referred individuals.

The LVMPD will utilize the funding to focus on the following major goals:

- Provide subject matter expertise to establish and enhance a culturally-competent multi-disciplinary non-law-enforcement intervention team.
- Establish case management and coordination to assist in service identification, repository and/or delivery.
- Provide technical assistance in the development or validation of assessment tools.



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

AL-MAUN (NEIGHBORLY NEEDS) LAS VEGAS

Sheriff Joseph Lombardo

Las Vegas Metropolitan Police Department

400 S Martin Luther King Blvd

Las Vegas, NV 89106

Re: Department of Homeland Security FEMA Grant,

I am writing to express the strong support of the Al Maun Foundation for Metro's grant application to Homeland Security assisting in the development of a native community intervention program to counter violent extremism.

We would also like to confirm our interest and excitement for the opportunity to partner with an agency such as Metro on this project should it receive funding.

Al Maun has what is now a storied history in partnering with Metro, not just on CVE, but on issues of concern to communities specific to the Historic Westside of Las Vegas and the African American community as a whole. We have worked together to clear abandoned lots that were home to drugs and prostitution. We have worked to combat stereotypes and break down barriers on both sides. The results of this partnership have been a marked increase in communication with and receptiveness of Metro's officers at the Mosque. People are seeing the Officers as people behind the badge. People are now inquiring about Officers that they have not seen for a while. Now, because of this, See Something Say Something is a reality. The resulting decreases in violent as well as nonviolent crime have had a direct, measurable impact. This is no longer theory; there are now people building houses from the ground up on what used to be a crack den.

Because of these and other documented improvements in the community and in the police department resulting from this outreach, we unequivocally support any effort to increase and compliment these programs as well as any opportunity to participate in their implementation.

Ahmad Adé
Director of Development
Al-Maun Foundation
711 Morgan Ave
Las Vegas, NV. 89106
702.762.9311



ARMAN
ASYLEE REFUGEE MIGRANT
ASSISTANT NETWORK

Asylee Refugee Migrant Assistance Network
O. +1 (702) 405-7200
M. +1 (408) 230-6242
E. Halleh@arman-healing.org
W. www.arman-healing.org

Nevada

Mailing:
P.O. Box 270723
Las Vegas, NV 89127

Offices by appointment only:
1000 Garces Ave.
Las Vegas, NV 89103
Office: 702-405-7200

August 10, 2016

Sheriff Joseph Lombardo
Las Vegas Metropolitan Police Department
400 S. Martin Luther King Blvd., Building B, 5th Floor
Las Vegas, NV 89105

Dear Sheriff Lombardo,

I am writing to show my support and commitment to the Las Vegas Metropolitan Police Department's (LVMPD) Southern Nevada Community Resilience and Intervention Coalition proposal to the Department of Homeland Security-FEMA to assist in the development and implementation of a community-led intervention program to counter violent extremism (CVE).

The Asylee Refugee Migrant Assistance Network (A.R.M.A.N.) is a cross-culturally oriented, trauma-informed consultation, training, and direct service non-profit agency. A.R.M.A.N. specializes in violence extremism including human trafficking, war refugees, and gender-based violence. A.R.M.A.N. is supported by a network of international trauma experts, law enforcement experts, mental and behavioral health experts, medical and academic researchers and practitioners all of whom have extensive experience treating and working with individuals who have suffered the most extreme forms of torture and trauma. A.R.M.A.N. coordinates and convenes professional experts from a variety of fields in order to create effective multidisciplinary approaches to serving at-risk populations with diverse backgrounds and needs.

As a cross-cultural traumatology expert, I have been privileged to advise, consult, train, and educate federal, state, and local law enforcement/government agencies, medical and social service providers, and corporate organizations on mitigating community violence. I have actively participated in the Leadership in Counter Terrorism Alumni Association (LINCT) and spoke on community based CVE best practices at the 2015 annual LINCT conference. Further, I have led teams providing therapeutic based interventions and clinical services to victims of human trafficking, severe torture, and former child soldiers.

With A.R.M.A.N. headquartered in Las Vegas, and as an expert in trauma and violence, I have had the opportunity to partner with LVMPD on a variety of legislatively mandated and community-wide working groups and committees. Through these efforts, I have witnessed and supported the leadership of LVMPD as they have worked diligently to create and sustain a more trauma-informed, responsive law enforcement system and extended community outreach to disenfranchised populations.

Through the CVE work proposed by LVMPD, the agency will formally position community stakeholders and representatives to engage in CVE problem solving and to work collaboratively to find solutions and to divert at-risk individuals from violence. A.R.M.A.N. is prepared and able to serve as a critical partner in the LVMPD efforts by offering expertise in assessing community CVE needs and in the development and implementation of trauma-informed, culturally competent direct-service interventions and programming. Ultimately, the work and partnership will bolster Southern Nevada by creating a stronger sense of community ownership and unprecedented depth to service coordination in countering violence.

I sincerely hope that LVMPD receives support from the Department of Homeland Security-FEMA to complete this very important project and work. LVMPD will have the full commitment of A.R.M.A.N. and its resource experts to develop and implement the proposed community-led violence intervention strategies.

Sincerely,


Dr. Halleh Seddighzadeh
Executive Director



POLICE EXECUTIVE
RESEARCH FORUM

August 30, 2016

Sheriff Joseph Lombardo
Las Vegas Metropolitan Police Department
400 S. Martin Luther King Blvd.
Building B, 5th Floor
Las Vegas, Nevada 89106

Dear Sheriff Lombardo,

I'm writing to express my support for the Las Vegas Metropolitan Police Department's (LVMPD) proposal to the Department of Homeland Security – FEMA to assist in the development and implementation of a community-led intervention program to counter violent extremism (CVE). Furthermore, I would like to express my enthusiasm about the possible opportunity for the Police Executive Research Forum (PERF) to serve as technical assistance providers on this project, should it receive funding.

PERF's Technical Assistance team members have extensive experience with documenting, evaluating, and determining promising practices for CVE programs, and have established productive working relationships with top experts in the field. For example, we are currently evaluating the Montgomery County Model (MCM), a community-led intervention initiative in Montgomery County, Maryland, and producing a practitioner guidebook capturing lessons learned and promising practices for communities that would like to replicate the MCM.

We also recently released a guidebook for police agencies called *Promising Practices for Using Community Policing to Prevent Violent Extremism: How to Create and Implement a Community Outreach Program*. This practitioner manual was based on the research findings of a three-year research study, funded by NIJ, which we conducted in partnership with Duke University and the University of North Carolina, Chapel Hill. We documented the results of that study in *The Challenge and Promise of Using Community Policing Strategies to Prevent Violent Extremism: A Call for Community Partnerships with Law Enforcement to Enhance Public Safety*.

We understand the critical importance of having robust intervention programming to intercede in the lives of at-risk individuals and divert them from the path of violent extremism. Because of our research, we have the tools and the expertise to aid LVMPD in implementing your own intervention initiative.

I hope that LVMPD receives support from the Department of Homeland Security – FEMA to pursue this important work.

Sincerely,

(b) (6)

Chuck Wexler
Executive Director
Police Executive Research Forum

Budget Category	Federal Request	Non-Federal Amounts	Total
A. Personnel	\$0	\$0	\$0
B. Fringe Benefits	\$0	\$0	\$0
C. Travel	\$0	\$0	\$0
D. Equipment	\$0	\$0	\$0
E. Supplies	\$30,000	\$0	\$30,000
F. Construction	\$0	\$0	\$0
G. Consultants/Contracts	\$470,000	\$0	\$470,000
H. Other	\$0	\$0	\$0
Total Direct Costs	\$0	\$0	\$0
I. Indirect Costs	\$0	\$0	\$0
TOTAL PROJECT COSTS	\$500,000	\$0	\$500,000

All costs associated with the funding of this grant will be direct costs for the supplies and contracts or consultants. LVMPD will absorb all indirect costs associated with their administration, management or oversight of this grant.

E. Supplies-

Total \$30,000

- Coalition supplies are calculated at approximately \$30,000, such as- blank DVDs and data drives; printing for materials such as intervention risk, planning and assessment tools, and secure storage.

G. Consultants/Contracts-

Total \$470,000

- Full lifecycle technical assistance in the establishment of the coalition- initial development of the intervention coalition; coordination of subject matter expertise on-site consultation; mid-development technical assistance; assessment metrics design and evaluation model of the coalition; drafting and submitting results of evaluation. Total \$180,000
- Create, develop and/or validate tools and resources to assess and manage referred individuals as they progress through the intervention program; development, test and evaluation of case and service management instrument; develop, test and evaluate case planning process; provide trauma informed expertise to coalition. Total \$110,000
- Stipends for full coalition board members for the development and management of coalition. 5 members x \$500/day = \$2,500; 3 days/month x \$2,500 = \$7,500; \$7,500/month x 12 months= \$90,000; \$90,000 x 2 years=\$180,000. Total \$180,000.

Presently, Southern Nevada does not have a formal community-based/community-led culturally competent coalition which has the ability to address interventions for individuals progressing from radicalization to violence or who are being recruited. Furthermore, the limited organized health and human services throughout Clark County precludes this industry from taking an incubation lead. As a result, the process of law enforcement taking the lead to establish and develop such a coalition is the only solution in Southern Nevada.

With this, LVMPD recognizes the need and responsibility to control costs during the full lifecycle of the grant award period. In order to keep costs low, LVMPD has identified, among several, the following measures for keeping costs low:

- Single Point of Contact, with back-up- all consultants/contractors receiving funds from this grant award will be provided with a primary single point of contact which will include name, direct telephone number, and accessible email account. This person will be a commissioned supervisor who has the authority to make decisions or appropriately point the sub-recipient. This will ensure consultants/contractors have clear lines of communication with an expectation questions will be answered timely- routine or short-notice. An alternative “backup” point of contact will also be provided to ensure in absence of the primary POC- this person will also have decision making authority.
- Establish Open Lines of Communication- LMVPD will establish open lines of bi-directional communication with consultants/contractors to facilitate effective and efficient communication. By having this communication pattern, consultants/contractors will have the comfort and knowledge they can ask preventative or preemptive questions.
- Regular meetings will be set with the consultants/contractors (phone/in-person) to ensure the grant manager has knowledge on progress and activities, further allowing the grant manager to ensure activities are concurrent expectations.
- Clarity of Approved Expenditures- consultants/contractors receiving grant funds under this award will be provided with clear guidance and direction on allowable or dis-allowable expenditures. They will also be clearly informed dis-allowable expenses will not be reimbursed.
- Invoicing/Release of Funds- LVMPD will implement stringent transparent requirements for all invoicing to ensure clarity. Furthermore, IAW GAAP, funds will only be released once the invoice has been submitted for approval at the conclusion of milestones or on scheduled basis. Dis-approved expenditures will not be reimbursed and questionable invoices will require clarification or justification.
- The LVMDP has adopted a standardized practice of requiring a formal bid for any grant award funds being administered through the agency in excess of \$100,000. In the case of this award, we anticipate prime non-profit community partners receiving funds in excess of this amount. Therefore, detailed budgets will be reviewed in advance of being approved to receive funds.
- *Coalition Board Members will be provided with a maximum daily stipend limit, however distribution of funds will be in accordance with the actual number of hours of direct coalition activities.

SUBMITTING ORGANIZATION: Las Vegas Metropolitan Police Department

PROJECT TITLE: The Southern Nevada Community Resilience and Intervention Coalition

FOCUS AREA: 3 Managing Intervention Activities



© 1973 LVMPD

LVMPD Executive Summary

The Las Vegas Metropolitan Police Department proposes creating an intervention program called the “Southern Nevada Community Resiliency and Intervention Coalition” (SNCRIC). The specific activities proposed are: 1-Creating a community led, culturally competent, and interdisciplinary coalition to develop and administer an intervention program for community members at risk of recruitment to violent extremism; 2-Developing and implementing community-based and culturally competent case management services; and 3-Developing assessment tools designed to track the progress of community members who receive services as part of the intervention program to determine the efficacy of the program.

The LVMPD has a total proposed funding cost for this project to be \$500,000.00.

The LVMPD has identified, based on the Budget Worksheet in Appendix F, the cost broken down by two activities: 1-Supplies: \$30,000; 2-Consultants/Contracts: \$470,000

LMVPD will partner with representatives from local government, non-governmental organizations, and community-based programs to develop and implement the SNCRIC. These organizations include: Clark County Department of Juvenile Justice; Clark County School District; ARMAN Foundation; Police Executive Research Forum; Southern Nevada Counter Terrorism Center; Al-Maun Foundation; Safe Schools Program: Private/Charter/Religious; Faith-Based Homeland Security Committee

The LVMDP anticipates servicing at least 5 people per month with this program. It is expected, however, that awareness and educational campaigns will raise the public profile of and community investment in this program, which will increase referrals and result in increased numbers of individuals directly served.

The SNCRICs geographic reach will encompass the totality of Clark County, i.e., nearly 8,000 square miles with a population of more than 2 million. Clark County includes the following municipalities: Las Vegas, North Las Vegas, Henderson, Mesquite, Boulder City, and Laughlin.

The key aspect of this proposal is the development of a community-based and community-led violent extremism intervention coalition. This coalition will create and implement intervention strategies for individuals at risk of radicalization to violence, including mass shootings. Focusing on the Southern Nevada youth/young adults between the ages of 14 and 24, this multidisciplinary coalition will employ a victim-centered trauma-aware model in developing its case planning and service referral administrative procedures.

The Las Vegas Metropolitan Police Department (LVMPD) is responsible for an area encompassing nearly 8,000 square miles, which is home to approximately 2 million residents and averages over 42 million visitors annually. Included within this jurisdiction are DHS designated level 1 critical infrastructure and key resources (CIKR) such as Hoover Dam, which provides water and power to a significant portion of residents living in the southwest US. Additionally, LVMPD's jurisdiction of Clark County is host to the Las Vegas Strip, which contains 15 of the world's largest hotels, as well as the Nellis Air Force Base and Creech Air Force Base.

LVMPD has been actively developing and enhancing Countering Violent Extremism (CVE) programs and initiatives since 2009 with the creation of its Fusion Liaison Officer Program. This proactive, prevention-focused, community oriented policing based program was implemented with a whole-community approach dedicated to preventing acts of violence carried out by a range of individuals or groups that are motivated by an extremist ideology; while at the same time ensuring the protection of civil rights and civil liberties.

LVMPD and our community partners have identified the lack of formal, community-led intervention programs as a significant shortcoming to our CVE efforts. There is a need and desire to create intervention programs designed to provide individuals with the attention, resources and targeted assistance needed to prevent or divert violent tendencies – that is, provide an off-ramp from radicalization.

Through regular engagement with a range of community partners, LVMPD is aware of informal CVE interventions administered by community members. For example, when clergy or youth leaders provide intervention or redirection resources when they witness attitudes or behaviors that suggest an individual is susceptible to violent tendencies or radicalization. In some cases, the individual has been referred to law enforcement when the intervention strategy was proven ineffective. However, these incidents have been on a limited basis and without any specific structure, guidance, or support.

Therefore, LVMPD and our community partners recognize the need to further develop and enhance community-based and community-led intervention services to counter violent extremism. It is widely acknowledged that community members are in the best position to recognize an individual's change in behavior that may indicate a radicalizing towards violence (long before law enforcement) as they interact with friends, family members, students, and others on a more regular basis. Native cultural competency serves to further enhance the ability to navigate subtleties which

may be overlooked by others. For these reasons, community members are vital to development and implementation of non-criminal intervention and diversion strategies. LVMPD is keenly aware of the important role law enforcement and other government agencies can have in spearheading sustainable intervention initiatives which result in an increased community capacity and resiliency. LVMPD is in the best position to spearhead this initiative as we not only have an established CVE program with national recognition and connection, but we also possess a demonstrated understanding of and commitment to protecting civil rights and civil liberties. Furthermore, LVMPD has well-established relationships of trust with community members, and a reputation in general for serving as a trusted partner. These relationships have been cultivated through the CVE programs and initiatives we have created over the past seven years.

Additionally, LVMPD as an organization has a long-standing history of successfully building community partnerships and coalitions. In addition to our CVE efforts, LVMPD has developed programs addressing a wide range of community concerns -- from homelessness to street gangs and violent crime. The Safe Village Team, a program developed in 2007, is a notable example. This was a collaborative effort between the LVMPD, local government, faith-based entities, and the community to implement prevention and intervention activities, which has resulted in an overall sustained reduction in violent crime in the historic West Las Vegas neighborhood over the last decade.

Funding Goal 1: Spearhead Establishment of Culturally Competent Multidisciplinary Intervention Team

- The LVMPD will spearhead establishment of a community-based and community led, culturally competent, multidisciplinary coalition to address and develop a wide range of intervention and diversionary strategies and solutions for identified individuals. This coalition will consist of representatives from government agencies, cultural and religious institutions, nonprofits, advocacy groups, and other NGOs to provide expertise in the following categories:
 - Mental Health; Social & Financial Services; Suicide Prevention; Cultural & Religious Guidance; Youth Advocacy.
- Grant funds will be used to provide subject matter expertise and technical assistance in formally establishing the coalition, developing the guiding framework with community input, drafting or adapting existing transferable standard operating procedures and creating

memorandums of understanding to allow information sharing and ensure protection of civil rights and civil liberties. Funds will also be used to provide a stipend to coalition members for time devoted to the establishment of the coalition and administration of the programs.

- Initially focusing on the 14-28 year old demographic, and taking a scaling approach, this coalition will receive participant referrals from the following four primary sources (as capacity and ability is increased, additional community referral sources will be included):
 - Clark County Department of Juvenile Justice; Clark County School District; Law Enforcement; Cultural and Religious Community Partners.

To further develop and enhance the capabilities of this coalition from inception through maturation, LVMPD will provide support as necessary or requested. LVMPD will also leverage the capacities of the Strong Cities Network (SCN) through its international membership of practitioners, which will provide additional knowledge, support, and guidance for the coalition. The coalition will also be educated about when it would be appropriate or necessary to refer a participating individual (back) to law enforcement.

Grant funds will be used to facilitate access to independent CVE subject matter experts and technical assistance services. These entities will provide both culturally competent as well as research based/academic capabilities and support to ensure the coalition is functionally and administratively established as quickly as possible.

LVMPD will raise awareness of the coalition's existence and services through its already established community CVE training programs, regularly scheduled community events, and information sharing network.

Funding Goal 2: Establish Case Management and Service Coordination

- The LVMPD intends to utilize part of the awarded grant funds to formally develop and enhance a community-based and community led, ethno-culturally competent case management and service coordination. Currently this type of case management only exists on an informal, ad-hoc, volunteer basis and thus does not allow for continuous follow-through and assessment of individualized interventions. Services will be strengthened and more successful when an intervention strategy involves formal multi-agency coordination and continuous assessment throughout the lifecycle of service delivery. The LVMPD will utilize the grant money to fund case management services through local non-profit

organizations who possess the necessary capabilities to successfully coordinate this task. Once such organization is the Al Maun Foundation.

Funding Goal 3: Provide Technical Assistance in the Development and Validation of Assessment Tools.

- LVMPD, in cooperation with the coalition, will develop and validate tools designed to assess an individual as they progress through the intervention process. Utilizing qualitative and quantitative evidence, these assessment tools will collect and analyze information throughout the full lifecycle of an individual's participation and the coalition itself.
- Grant money will be used to fund subject matter experts with technical expertise in CVE-related research who have also developed or validated similar tools.

To accomplish the CVE goals and initiatives contained herein, the LVMPD has established a steering committee comprising of several community stakeholders who will work together to identify and nominate the Southern Nevada Community Resiliency & Intervention Coalition members. Members of this steering committee will also be available for support throughout the full lifecycle of this grant. The steering committee includes individuals from the following organizations: Las Vegas Metropolitan Police Department; Clark County School District; Clark County Department of Juvenile Justice; Cultural & Religious Leaders; Non-Profits as well as Community Mental Health and Social Services.

Subject matter expertise and technical assistance for developing and implementing this initiative will be provided by various non-profit organizations to include the Asylee Refugee Migrant Assistance Network (ARMAN) Foundation and the Police Executive Research Forum (PERF).

- The ARMAN Foundation is a Las Vegas based non-profit multi-disciplinary mental health organization which is founded on a culturally competent, multicultural holistic approach. Its principal, Dr. Halleh Seddighzadeh, provides a victim-centered trauma-informed approach to her clinical work both domestically and internationally. Dr. Seddighzadeh brings not only CVE relevant experience, but she also has experience administering therapeutic based interventions and clinical services to victims of human trafficking, severe torture, and former child soldiers.
- The Police Executive Research Forum is a non-profit research and policy organization. PERF has provided research and technical assistance on countering violent extremism

issues since 2005. Their most recent research findings were released in the NIJ-funded publication: *Community Policing Strategies to Counter Violent Extremism*. They have also published a practitioner manual and online training module outlining best practices for police departments interested in partnering with community members to counter violent extremism. Finally, they are currently evaluating the community-led CVE model in Montgomery County, MD to identify lessons learned and promising practices, which will be directly applicable to our proposed project.

Additionally, LVMPD has been coordinating efforts with the leadership of locally based non-profit community social service providers such as Al-Maun. Al-Maun is an ethno-culturally competent social services provider who has worked closely and led efforts with LVMPD in providing a range of social service needs to a diverse cross section of the community. Furthermore, they collaborate with several other cultural, religious, and community-based social services providers.

The civil rights, civil liberties and privacy of referred individuals is paramount to the success of this program. Through the coalition development process, memorandums and understanding and non-disclosure agreements will be drafted for use by all members. Furthermore, where matters of patient privacy are concerned, HIPPA guidelines and restrictions will be strictly enforced by the coalition chair.

NEEDS

One of the most daunting domestic threats impacting the United States is violent extremism from both internal and external actors. The action to violence for a range ideological causes by some of these individuals have had a devastating impact on our communities- San Bernardino, CA, West Memphis, AR and Orlando, FL are just a few. These acts committed on US soil by homegrown violent extremists, demonstrate the willingness to target law enforcement and community members alike. And, the problem of recruitment and radicalization to violence has occurred across a cross section of our community leaving us all with many questions about what we can do to provide intervention during the pre-criminal stages of this change in an individual.

This problem is particularly salient for youth and young adults, who are often targeted for recruitment. In a letter dated 27 MAR 16 from Dina Kawar, Jordan's Ambassador to the United Nations, wrote to the Secretary-General, that “[a]lthough radicalization can happen at any age, young people who are in search of a sense of belonging, purpose and/or identity tend to be more vulnerable to violent extremism and radicalization than any other age group.”

The LVMPD has been actively involved in law enforcement-led programming focused on countering violent extremism (CVE) since 2009. LVMPD’s preventative efforts have included a range of initiatives aimed at: 1) engaging with a cross-section of community stakeholders, 2) creating an environment more resilient to violent extremism, and 3) increasing trust between police and communities such that they may feel comfortable coming forward with concerns. This model, while successful, is vertically structured so that when community members alert law enforcement about youth who may be at-risk for violent extremism, and law enforcement then determine a course of action for those referrals with little community input. This police-led model therefore misses opportunities to leverage community resources to intervene when community members are at risk of recruitment to violent extremism.

The absence of formal community-led CVE intervention coalitions and programs drives the over-reliance on law enforcement to counter violent extremism in Southern Nevada. There is a clear need for community-led initiatives to prevent violent radicalization so stakeholders throughout the community can come together to address CVE. In his 2016 report, David Schanzer recommends that local police agencies work with their communities to develop non-law enforcement intervention programs for individuals attracted to violent extremism. He further suggests these members should participate in the creation and delivery of such programs.

(Schanzer, 2016) Similarly, Steve Wiene's publication, *Community-Focused best Practices to Prevent Violent Extremism*, recommends that community partners should work in conjunction with law enforcement to develop procedures for non-punitive ways of helping people who are in the pre-criminal space of violent radicalization and recruitment (Weine, 2015).

As a result, the LVMPD has identified the need to move from a vertical model where law enforcement primarily leads CVE programming, to a horizontal model where communities and law enforcement jointly own programming to address violent extremism and intervene in the lives of vulnerable community members. To support this new approach, LMVPD recognizes the need to facilitate stronger community ownership, input, and leadership to actively address violent extremism through intervention.

INPUTS

Multidisciplinary and trauma-informed framework: To accomplish this greater integration of community responsiveness, LVMPD and community partners will co-develop a multidisciplinary and culturally competent intervention coalition. Coalition members will include social service providers, community mental health professionals, local non-profit organizations, cultural and religious leaders, and other critical stakeholders. This multi-disciplinary approach is in line with current best practices from the COPS Office, which recommends its use to enhance community-wide efforts to address violent extremism (Weine, 2015). Recognizing the important role that trauma may play negatively impacting vulnerable individuals, the intervention coalition will also take a trauma-informed approach to its interventions and service delivery.

Whole-of-community approach: Taking a whole of community approach, the coalition will encompass the community by addressing a range of referred individuals- those with domestic, international or a mass shooting radicalization to violence.

Expertise on Building Trust: The creation of this coalition is possible because of the CVE programming that LVMPD has conducted since 2009 to build trust and foster active communication between the department and the community. Because community members *already* approach officers to advise them of informal interventions occurring in the community, LVMPD is confident that community leaders will trust the coalition to handle referrals responsibly and professionally.

Development of Intervention Plans and Processes: This coalition will develop intervention plans and strategies to help deliver services to referred individuals who are at-risk for radicalization

LVMPD Needs Analysis

to violence. These plans will take the form of written standard operating procedures (SOPs) that will be revisited after a certain number of interventions to assess and modify processes as needed. PERF will provide Technical Assistance to the coalition to aid in the development of its intervention processes and assessment tools.

The coalition will develop intervention plans by: 1) creating an intake assessment to determine whether individuals are at-risk for radicalization to violence and what services they may need; 2) developing a process to direct and support case management and service coordination for individuals determined to be at-risk for radicalization to violence. Service providers that help the adolescent and young adult population will be particularly important partners to these efforts. The coalition will also focus on identifying culturally and linguistically competent service providers across the spectrum of necessary support services including housing, education, social services, and medical and mental health.

Outreach: To ensure the success of the coalition, members must make community stakeholders aware of its existence and available services. The LVMPD will use existing CVE training programs and special events to raise awareness about the Intervention Coalition. To support community awareness efforts, the coalition's members will also build awareness through trauma-informed training, education, and awareness activities pertinent to countering community violence and creating successful intervention strategies.

OUTPUTS

Intervention Tools: LVMPD anticipates the creation of standard operating procedures manual, risk assessment matrix, intake forms, case planning and tracking tools. The coalition will also use the guidance of national organizations, to finalize the assessment instruments for the program.

Interventions: Interventions will occur in the pre-criminal space, with the overarching goal of connecting vulnerable individuals to services before they take substantial steps towards committing an act of violent extremism. The goal of interventions is to provide at-risk individuals with an off-ramp from the path toward violent extremism by connecting them with substantial supportive services tailored to their unique circumstances.

The intervention coalition will manage and oversee these interventions following the development of intervention plans (see prior section). Interventions will be tiered, including a simultaneous risk assessment allowing and creation of an individualized intervention plan for referred individuals. Coalition members will regularly meet to review cases and report on individuals' progress in a

LVMPD Needs Analysis

manner consistent with legal limitations like HIPAA and FERPA. Coalition members will create a follow-up plan to ensure that referees continue their individualized plans. The coalition will be responsible for coordinating with and overseeing all service providers connected to the model. Throughout the process, coalition members will share promising practices and lessons learned to better improve the delivery of services. Members will also engage in continuing education on all forms of violent extremism.

Initially, and until substantial outreach efforts are underway, case referrals will likely come from existing and designated community service providers and other government agency partners who serve adolescents/young adults. The coalition will assess efforts to build awareness of the intervention program and will modify outreach activities as necessary to maximize community awareness of and participation in the intervention program.

OUTCOMES

Empowering the community in CVE: Through the successful collective activities in this intervention program, one outcome will be to empower the community to take an active role in public safety. Allowing police and community stakeholders to co-produce CVE efforts will allow the community to better act as an equal partner with law enforcement. Creating intervention programming will “help to provide a service to communities targeted for recruitment by violent extremists and build stronger bonds between police and the communities they serve.” (Schanzer, 2016).

The horizontal distribution of programming will also reduce the over-reliance on law enforcement and its resources to address violent extremism. This process will facilitate community engagement and empowerment through the increase in ownership and responsibility for CVE. When there is a sense of ownership, the community also develops a sense of responsibility which furthers leadership and the creative development of solutions for addressing violent extremism.

As a result of having a better educated, aware, and involved community, an increased identification of youth at-risk for violent extremism who may benefit from services will occur. Furthermore, in addition to formal intervention plans, the community will also be better equipped to provide effective informal intervention strategies when they are identified earlier on in their radicalization process. This approach is in line with the President’s Strategic Implementation Plan, which specifies that “*communities* are best placed to recognize and confront the threat.” (Whitehouse, 2011).

Connecting vulnerable individuals to services: The establishment of this coalition will create the opportunity for youth at-risk for violent extremism to receive holistic, culturally competent interventions and individualized services. A growing body of research demonstrates that many cases of violent extremism are due to poor psychological adjustment and that mental health services may help to reduce vulnerability to violent extremism. (Weine & Ellis, 2015). As such and in order to prevent incidents of violent extremism from occurring, community-led interventions that connect at-risk individuals to mental health and other services are crucial.

Technical Assistance and Evaluation: Technical assistance providers will utilize nationally recognized research methods to independently assess the intervention program that can assist other jurisdiction in replicating the program.

IMPACTS

Working to prevent potential incidents of violent extremism: The overall impact on the development of this coalition will be the increased ability to provide preventative interventions to our community. As a result of these efforts, the community will be empowered to disrupt and address Violent Extremism and provide off-ramps to those that may be in the process of radicalization to violence.

Larger Benefits of Intervention Plans: The development of the risk assessment tools and processes will also facilitate stakeholder and service provider education and community-wide dialogue about best practices in preventing violence. Coming together across disciplines, the coalition will empower the community to potentially address an even broader array of public safety concerns. Anticipated success is further based on researched-based promising practices from organizations like START and PERF, which recommend the creation and development of community-led CVE efforts. With LVMPDs strength of diverse relationships, the foundational elements exist to create this community-led intervention program. To measure the effectiveness of this program, qualitative and quantitative research methodology will be employed in such a way as to allow the collected information is useful outside the proposed program.

LVMPD COUNTERING VIOLENT EXTREMISM EXPERTISE NARRATIVE

The Las Vegas Metropolitan Police Department (LVMPD) has been actively involved in homeland security, and terrorism prevention and investigative activities since 2002. LVMPD activities and accomplishments in this realm include chairing the Intelligence Commander Group for the Major City Chiefs Association, participated in national CVE policy-shaping forums, presented at numerous national events, have been identified and recruited as subject matter experts on CVE/national security matters, and have contributed to nationally recognized publications and organizations concerning terrorism, countering violent extremism and similarly related topics.

LVMPD has been specifically engaged with Countering Violent Extremism (CVE) related activities since the establishment of a dedicated Fusion Liaison Officer (FLO) Program in 2009-2010. Steeped in community-policing practices, this program focuses on conducting outreach and engagement with community members in order to build sustained relationships of trust with members of varied and numerous cultural, religious and private sector communities of Southern Nevada. Notable accomplishments, programs, events and recognition include the following:

- In 2011 LVMPD participated in the nation's first CVE Workshop, sponsored in part by DHS, as a panelist/presenter on CVE through Community Policing Efforts.
- Since 2012, LVMPD has presented annually at the Fusion Center Leaders Program, with the Center for Homeland Defense & Security at the Naval Postgraduate School, focusing on Community Outreach and Countering Violent Extremism.
- In 2013 due to our nationally recognized programs and accomplishments, LVMPD was approached by the Police Executive Research Forum to serve on their advisory board and provide expertise on the development of their national survey tool, which allowed them to identify best practices concerning CVE through Community Policing Practices. The results of all participants were included in a January 2016 publication.
- In 2016, the US Department of State reached out to LVMPD with invitation to become a member of the Strong Cities Network (SCN). LMVPD is currently in the early application process.
- The LVMPD FLO program leaders continue to provide technical support and assistance to new and established FLO Programs and Fusion Centers regarding the development and implementation of their Fusion Liaison Officer Program and CVE initiatives.

Ongoing Community Resilience and Prevention Planning

The Las Vegas Metropolitan Police Department has long held that a strong and productive relationship of trust between the “whole of government” and “whole of community” is essential to the health and vitality of the community. We have also long recognized that, while law enforcement leadership is critical to community safety efforts, the success and sustainability of these efforts depend on the active involvement of the community, which must help identify issues of concern and be a part of the solution. As a result, LVMPD collaborates at and with all levels of government and the community to develop resilience and prevention planning.

LVMPD’s collaborative resilience-building initiatives are multi-faceted and are grounded in our institutional dedication to: 1) improving trust, communication, and cooperation between LVMPD and the community, 2) improving the department’s responsiveness to community concerns, and 3) improving the community’s safety and quality of life. LVMPD works with community partners to create and sustain programs that provide alternatives to traditional interdiction for a wide range of crime and quality of life issues. LVMPD has also implemented community outreach and partnership-building initiatives that go beyond alternatives to interdiction. Our current programs and initiatives include:

- **LVMPD Office of Community Engagement**- Established in 2015, the mission of the Office of Community Engagement (OCE) is to provide resources, contacts and services to the department and our community, and to strengthen community relations through transparent communication and proactive engagement. Our programmatic framework is intended to reach individuals at three distinct phases in their lives: 1) before they engage in a life of crime; 2) after they are in this life and want out; or 3) after they are incarcerated, at which point we provide them with re-entry tools and programs to help them make better choices once released.
- **Hispanic American Resource Team**- Created in 1999, HARTs mission encourages interaction between Department members and the Hispanic community to promote mutual understanding, respect, and relationship-building. HART officers also conduct training for the community and fellow officers on community issues, and connect the community to social, civic, or other law enforcement services that they might need.
- **Safe Village Team**- Initiated in 2007, Safe Village is predicated on the belief that not only are prevention and intervention resources needed to promote public safety, but also that the community and its many components are stakeholders and must be treated as partners in

Ongoing Community Resilience and Prevention Planning

order to transform neighborhoods in crisis. Safe Village is a partnership between law enforcement, government agencies, the community, and faith based organizations to reduce overall violence and its impact in West Las Vegas. LVMPD received the IACP/Motorola Webber Seavey Award for Quality in Law Enforcement in 2011 for the demonstrable and sustained impact the Safe Village Team has had on violent crime.

- **Sheriff's Multi-Cultural Advisory Council:** Developed in 2003, the 30-member committee (which meets monthly) includes members of the Hispanic, African-American, Asian-American, Arab-American, and LGBTQIA communities, and a representative from the ACLU. The primary goal of the panel is twofold: to listen to concerns and together work on ways to solve issues/concerns, and in turn, provide the Council with a knowledge of the culture of the LVMPD.

LVMPD's Community-Based Countering Violent Extremism Program

In 2009 and as part of our institutional focus on building productive partnerships with the community to improve the community's health and safety, LVMPD developed its community-based Countering Violent Extremism (CVE) program. **Our program is interdisciplinary and multi-jurisdictional¹ and takes a proactive-prevention, whole-of-community approach.** Its foundational notion is this: *if crime and terrorism can arise from any segment of our society, then we need to engage as many people as possible to counter potential violent extremism.* As a result, LVMPD is focused on forging and nurturing strong relationships of trust with the whole of the Las Vegas metropolitan community to address a wide range of crime, quality of life, violent extremism concerns.

In addition to engaging with as many people in the community as possible, the program was also designed to raise awareness of potential threat indicators, which were identified as a result of the department's analysis of the process of radicalization to violent extremism and review of pre-operational activities.

LVMPD's CVE efforts to date have largely focused on prevention and interdiction. While complementary, these efforts are kept intentionally discrete to: 1) avoid "mission creep"; 2) protect civil rights, civil liberties, and privacy; and 3) ensure the effectiveness of prevention programming

¹ E.G. Clark County Fire Department, Nevada Department of Public Safety, Henderson Police Department, North Las Vegas Police Department, and Boulder City Police Department.

Ongoing Community Resilience and Prevention Planning

and trust building efforts. Interdiction, enforcement, and intelligence-gathering activities have been assigned to counter terrorism units within the LVMPD and detectives assigned to the FBI's Joint Terrorism Task Force. Prevention efforts have been assigned to officers with the Fusion Liaison Officer program, now residing within the Office of Community Engagement.

LVMPD continues to refine its CVE framework in accordance with both nationally recognized promising practices and the needs of the community, and we are actively engaged in the national CVE dialogue. Since 2011, LVMPD has participated in the Countering Violent Extremism Workshop hosted by the Department of Homeland Security (DHS) and members of the national security community. In 2013, LVMPD served as an advisory board member for a Police Executive Research Forum CVE project. LVMPD also participates in interagency sharing of best practices, national-level events, and regular transparent discussions with local stakeholders at all levels. LVMPD's ongoing goal is to build community resilience to violent extremism while protecting constitutional rights and meeting community expectations.

Core Concepts of the LVMPD's Community-Based CVE Program

LVMPD's community-based CVE programming is based on the following concepts: 1) social identity theory; 2) traditional and non-traditional applications of community policing practices for developing a community of trust; and 3) our four key programmatic principles of outreach, education, awareness, and engagement. Through our CVE model – including the programs, projects, and initiatives described below – we empower our local communities to actively engage in addressing crime, violent extremism, and quality of life issues both independently and in partnership with law enforcement/government at all levels.

- Social Identity Theory, is the theory that a person's sense of identity is determined by their feelings of belonging to a group². As a result, we recognize that for our CVE efforts to be successful, our programs, projects, activities, and initiatives must foster this sense of belonging to the "group," which applied in this instance means the Las Vegas metropolitan community. Our efforts are designed to facilitate the transition from the mentality of "us" and "them" to that of the collective "we" and in so doing foster community members' interest and involvement in preserving and improving the health and safety of the community as a whole. This is important in the context of CVE: by nurturing the additional "we" identity, community partners are empowered to provide organic counter-narratives

² Social Identity Theory- Henri Tajfel (1978) and Henri Tajfel & John Turner (1979)

Ongoing Community Resilience and Prevention Planning

to the bifurcated world view promoted by violent extremist ideologies, as well as engage in prevention and intervention activities.

- Community-Oriented Policing is the philosophy of policing that promotes organizational strategies that support the systematic use of partnerships and problem-solving to proactively address the conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. LVMPD has built its CVE programs upon this philosophy, proactively developing and utilizing partnerships to accomplish CVE goals and objectives and improve the overall health of our community. As an agency we understand that we cannot address the issue of violent extremism alone; we need the community to partner with us as active participants in developing and sustaining resilience to violent extremism. Through effective community contact and transparent communication we maintain a two-way trusted partnership. Due to this trusted relationship we are able to bi-directionally impact both CVE and non-CVE issues.
- The Four Core Principles are the operational categories to which our CVE programmatic activities, projects, and initiatives are assigned. They are: 1) outreach, 2) education, 3) awareness, and 4) engagement. This principle-based approach has allowed us to build structured flexibility into our CVE program so that we are able to effectively and fluidly address traditional, emerging, and ad hoc needs in the CVE space. It also means that we are better equipped to identify and implement promising practices developed either internally or externally, ensure overarching mission objectives are reached, and encourage community partners to develop their own programming either independent of or in cooperation with law enforcement. LVMPD describes the four core principles as follows:
 - Outreach: LVMPD's dedicated and proactive efforts to develop and sustain strong relationships of trust with all segments of the Southern Nevada community. This includes community members of different cultural and religious backgrounds. It also includes community members of different age groups, the educational community, business owners, different faith communities, etc.
 - Education: Efforts to teach community members, members of the LVMPD, and other first responders about topics related to preventing violent extremism and other

Ongoing Community Resilience and Prevention Planning

criminal activities as well as promoting mutual understanding and respect through cultural awareness programming.

- Awareness: The process of sharing CVE-related information on topics such as resources, capabilities, threats, events, and the like. LVMPD's awareness-building programming includes live briefings as well as distributing flyers, bulletins, resource cards, and PSA/video messaging.
- Engagement: Our bi-directional process of proactively developing programs, projects, and initiatives in which our community partners are actively involved, as well as active law enforcement participation in community driven/sponsored programs, projects or activities.

Features of the LVMPD Community-Based CVE Program

Described below are some of the specific resilience- and relationship-building initiatives that have been implemented as part of LVMPD's CVE program, which is operated out of the Fusion Liaison Officer Program. These initiatives demonstrate how we have used the core concepts described above to guide our prevention-based, community-centered CVE efforts.

First Friday-One World Through Art: In cooperation with First Friday, an artist co-op located in downtown Las Vegas, LVMPD has developed an innovative event titled “One World Through Art.” Its goal is to fight hate, combat violent extremism, and promote understanding and relationship-building among the religious and cultural communities of Southern Nevada. This program provides a platform through which participating cultural and religious community groups can share their cultures, traditions, food, clothing, and art. Approximately 30,000 people attended the first annual “One World Through Art” event in March of 2015. The second annual “One World Through Art” event will be held in October 2016. As a result of this event:

- Internal community cohesion was strengthened;
- Secular community members were able to engage participating faith community partners in meaningful dialogue;
- Community members were able to establish new connections with community support services, civic entities, and government agencies that could aid in the development of social services and the business community;

Ongoing Community Resilience and Prevention Planning

- Social cohesion was improved as participating cultural and religious communities experienced a greater connection to each other and gained a greater social identity tied to the larger Las Vegas community; and
- Some cultural and religious community partners established their own productive (and ongoing) partnerships with First Friday, independent of LVMPD involvement.

Safe Schools Program-Private Schools: In the wake of the 2012 Sandy Hook School shooting tragedy; LVMPD developed a three-hour active shooter and security preparedness training seminar geared toward the private educational community. We have delivered this training to the administrative and teaching staff at numerous private schools in Clark County, including, non-denominational, parochial, and charter schools. To date, LVMPD has delivered this program in more than 100 private, charter, and religious schools in Southern Nevada. This is in addition to LVMPD's existing School Violence Initiative, a training program that was designed for and delivered to administrators and teaching staff in the Clark County School District. The following activities are a result of these safe schools initiatives:

- A private school advisory board was established in cooperation with LVMPD that allows schools to share – both in conjunction with and independent of law enforcement agencies – information, promising practices, and safety and security plans;
- The Nevada Department of Education section responsible for private and charter schools amended their mandatory annual reporting forms for affected schools to include, among other information, additional emergency contact information that law enforcement agencies can use;
- Bridges were established between private schools and their neighboring public schools to facilitate information-sharing on lockdowns, emerging threats, and contact information;
- The connection between private schools and their local law enforcement area commands was strengthened. As a result, active shooter prevention and response training events are held with area command personnel and school staff, increasing bi-directional awareness of response protocols, prevention activities and resources
- Schools have redesigned or updated their safety and security plans. In some cases they include requirements for “drilling” active shooter protocols – either live or via table top exercise;

Ongoing Community Resilience and Prevention Planning

- Multiple schools now participate in Silver Shield (CIKR) assessments³. This program includes a training tool for creating a table top exercise that can be utilized by these schools (and independent of law enforcement) to further develop or enhance safety and security plans and/or more efficiently physically “drill” the plans;
- In December of 2013, one of the on-line charter schools convened a panel to address bullying and cyber-bullying. The panel included the principal of the host school (Beacon Academy of Nevada); a mental health provider; LVMPD personnel; and the Nevada regional director for the Anti-Defamation League. In addition to discussing how to recognize the signs and symptoms of bullying, resources and mental health services were provided to address the needs of victims and bullies alike.

Faith-Based Homeland Security Committee: In 2012, and after many years of community outreach and engagement,⁴ LVMPD developed a Faith-Based Homeland Security Committee in partnership with members of the faith and cultural communities of Southern Nevada. Among them are individuals from the Sikh, Jewish, Muslim- Sunni and Shia, Nondenominational Christian, Hindu, Jewish Federation, Baha'i, Coptic-Christian, Chaldean Christian, Catholic, Mormon, Ethiopian, and Eritrean communities as well as the Anti-Defamation League. Their members include clergy, lay leaders, business owners, community organizers, and youth advisers. Through this committee, LVMDP is able to solicit and receive community concerns, questions, and ideas about improving community safety and security. Community concerns might include how to intervene in the lives of community members at risk of radicalization to violent extremism and suspicious activity reporting. This committee has also allowed LVMPD to provide information and resources to

³ Silver Shield Silver Shield is the Critical Infrastructure Protection Program which provides the unifying structure for the integration of existing and future critical infrastructure protection efforts within the state of Nevada. Currently administered by the Las Vegas Metropolitan Police Department (LVMPD) in Southern Nevada, Silver Shield conducts site visits to identify, capture, assess, and catalogue high priority Southern Nevada facilities as defined by DHS, and locations of interest as defined by the State Data Call. This consists of making initial contact with the owners/operators or designees of those facilities, systems, or assets which are representative of the area’s critical infrastructure, mass population centers, or sites that have symbolic importance.

⁴ In May 2016, The Washington Post-National, published an article on the ties forged between the LVMPD and the cultural and religious communities of Southern Nevada in which the Muslim community discussed their trusted partnership with law enforcement.

Ongoing Community Resilience and Prevention Planning

participating community leaders, who can then disseminate them in their communities. Resilience-building activities resulting from the Faith-Based Homeland Security Committee include:

- **Cultural & Religious Awareness Seminars:** Volunteer community leaders were identified to develop and deliver cultural awareness training to law enforcement and selected security personnel. This program also discussed ways in which law enforcement “could” better interact with a given cultural and religious community, thus increasing the frequency and duration of positive law enforcement interaction, rather than focusing solely on the “do nots” of how to engage with different community members. In turn, this has increased trust and willingness to participate in those communities beyond just the leadership level;
- Community leaders have taken materials and knowledge back to their communities to provide education and awareness about threats, trends and resources;
- Community members have worked together to address intolerance and public misperception of certain religious communities independent of law enforcement, which further increases their own resilience;
- Community members have contributed to, edited, and otherwise refined law enforcement materials used to provide training to first responders;
- One faith community committee member, who is also a representative of the African American community, has spearheaded a forthcoming series of community town hall events aimed at further increasing communication, cooperation, and trust between law enforcement and the African American community;
- **Quarterly Interfaith Meetings:** With an average attendance of 75 participants, these events bring law enforcement, interfaith partners, civic leaders, and other stakeholders into one location for information sharing, fellowship, and awareness/education opportunities;
- Community members have reported crime and violent extremist incidents either targeting or originating within their given communities. (Some community members have reported both.) Some of these reports have resulted in immediate law enforcement interdiction, while others have gone through the full investigative process;
- LVMPD has been invited to participate in radio programs reaching specific cultural and religious communities;

Ongoing Community Resilience and Prevention Planning

- Publications geared toward specific cultural and religious communities routinely feature violent extremism prevention (recognition and reporting) information in native languages; and
- Translated materials have also been placed in community public spaces such as community centers, religious institutions, and businesses.

Female Engagement Team (FET): Early on, LVMPD recognized that outreach and engagement efforts that focused only on cultural and religious communities had a significant shortcoming: they did not account for outreach activities geared specifically toward women in the community. Most law enforcement officers are male and cultural or societal norms within the more conservative or orthodox communities of all faiths preclude or significantly limit certain non-essential male-female interactions. As such, women in these more conservative communities in Southern Nevada were being underserved, or not served at all, by outreach and engagement activities. The female sergeant in charge of the FLO program was able to provide the critical initial connection with these communities and recruit additional female officers to maintain this women-specific initiative. LVMPD initially partnered with women in the Muslim community, and soon grew their relationships with women from other cultural and religious communities as well. Some of the outcomes include:

- Development of a cultural competency training program for all patrol officers about interacting with Muslim women while acting in their official capacity. This four hour program was created by women from the Muslim community;
- The creation of a Health Fair that brings together interfaith female health care providers and women from the community to both address existing medical needs and create a network of vital services tailored to meet culturally sensitive needs;
- Personal Care events, such as a “beauty day” held at a spa that was set up in a manner that was sensitive to the needs of women from the community. It allowed women from different faith and cultural communities to create new relationships (from within and outside their community or place of worship) and engage with female law enforcement; and
- FET team officers are frequently asked to participate in community activities, such as speaking at fellowship gatherings, as well as attending personal events, such as weddings.

Ongoing Community Resilience and Prevention Planning

CVE Training: LVMPD has developed and/or delivered myriad CVE-related training programs. Topics have included: 1) domestic and international terrorism; 2) mass shooting incidents; 3) cultural competency/awareness; 4) community policing practices; 5) recognizing the signs of radicalization to violent extremism; and 6) recognizing behavioral indicators and reporting suspicious activity. More than 10,000 community partners and first responders have attended these events. LVMPD has long applied the notion of “forced organics⁵” to its programming. This social engineering concept recognizes the inherent organic connection among all community members and takes into account the fact that connection within the context of safety and security does not often occur except under stress or in times of crisis. To help ensure this organic process, LVMPD intentionally sets up as many training programs as we can that include as many community members who represent as diverse a cross-section of the community as is possible. Some outcomes include:

- The Las Vegas transportation community has adopted certain training programs as a requirement for all newly hired cab drivers; and
- An increased quality and frequency of suspicious activity reporting.

Refugee Outreach and Educational Programming: LVMPD has a well-established relationship with the non-governmental organizations responsible for providing services to refugees in Southern Nevada. On a bi-weekly basis, law enforcement and fire service personnel provide “First Touch” training and awareness briefings to arriving refugees at the NGO centers. First Touch offers the opportunity to establish positive connections between law enforcement and the newly arrived refugees and, in so doing, promotes social cohesion and community growth. First Touch includes training on appropriate police interactions, domestic and child abuse prevention, and basic fire safety rules and regulations. When it is necessary, local translators are utilized to improve the efficacy and utility of the training for participants. In some instances, written materials used during the training are translated into native languages prior to delivery. We are in the process of developing follow-up capabilities in cooperation with local organizations to assist in connecting area command community policing officers with refugee communities in their districts. This will allow officers with knowledge of and access to programs that might be useful to refugee communities to share those resources and help fill service gaps. This will serve to further connect

⁵ A social engineering concept developed out of the LVMPD’s CVE program.

Ongoing Community Resilience and Prevention Planning

the refugee to the local community and avoid isolation. Some outcomes of existing “First Touch” programming include:

- Many refugees have demonstrated an increased trust in law enforcement. This demonstration of trust has included calling some of the law enforcement instructors directly about neighborhood criminal activity or when they have learned of a previously unreported crime.

Operation Vigilance: Adapted from federal programming, Operation Vigilance is based on the notion violent extremists have/will exploit legitimate industry to covertly further a plot. Every month, LVMPD meets with different targeted private sector business/industry members. This outreach includes providing awareness materials, sector specific suspicious activity and behavioral indicators, and reporting instructions. Officers spend time with employees and/or management discussing current trends specifically impacting their industry. Sectors in which ad hoc and emerging concerns are identified are woven in on top of existing activities as needed. Outcomes of Operation Vigilance have included:

- Multiple sectors have reported suspicious activity as a result of these materials being distributed. Some of this activity reached national-level awareness;
- Awareness materials have been internally adapted by some businesses to create their own CVE training for new hire employee programs;
- Materials have been posted conspicuously where customers can easily see them;
- In some of the larger business sectors, more proactive and comprehensive engagement has occurred. Multi-national corporation security policies have been developed to include enhanced messaging throughout all back-of-house operations; and
- Sector specific awareness briefings and training programs have been requested and delivered by LVMPD to seasonal industry employees.